

## Office Memorandum • UNITED STATES GOVERNMENT

TO :

JH

DATE:

6 Dec.

FROM :

AB

(22)

SUBJECT:

Pls note the comments of the DD/S. I think this is a dead issue as far as Killian Committee is concerned. However, GMS approves my suggestion that these be used at the new streamlined staff meetings of D/Pers, at some future date. I also think that the statements might be useful for the Career Council.

SECURITY CLEARANCES

The requirement of special security clearances for all personnel employed by CIA causes major recruitment problems. All recruiting must be done from at least four to six months before selected applicants can be assigned to any duties in the Agency in order to provide time to obtain security clearances. This additional time added to the normal lead time for processing, training and development activities requires the Agency to anticipate its special as well as normal requirements far in advance of its needs. Also, the time required for security investigation gives CIA a decided disadvantage in competitive recruitment, particularly in time of full employment. We lose to industry and to other Government agencies many good prospects who want to go to work immediately after graduation from school. Others demand a firm commitment for employment when the job is offered.

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DD/S's Comment:

True but probably no point in giving to Killian -- not much they can do about it.

PUBLICITY IN RECRUITMENT

If persons employed by the Agency are to have maximum usefulness, it is necessary that they be recruited with minimum publicity. Recruiters are severely limited in what information they can divulge about the Agency's organization and operations, and in many instances it may be said that the recruiter "recruits in the dark" because information about certain operations cannot be divulged to those who participate in contacting and interviewing candidates.

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DD/S's Comments:

True -- but this is the nature of the beast -- don't think Committee could do much about it.

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### SPECIAL PERSONNEL REQUIREMENTS

In addition to the personnel requirements dictated by the career concept, CIA has the unique problem of acquiring and maintaining sizeable groups of individuals who have highly specialized skills or knowledge in unusual fields of endeavor. The difficulty of maintaining pin-point expertise, which may be used for a "one-shot" operation or may never be used if the need does not materialize, creates a constant dilemma. A good example of this is the need for persons to acquire expert language and area knowledge of the many little known though periodically important areas. Even if the knowledge of such areas should never be required it must still be kept usable on a minute's notice in the event the political wind blows in the direction of that respective area.

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DD/S's Comments:

True -- but again is inherent in our mission.

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PERSONNEL UNDER COVER

There are numerous unique management difficulties which arise in keeping individuals under various cover arrangements. Training of such persons, which cannot be done on the Agency premises, is very expensive. It is probably true that a person who is trained exclusively in a covert situation is not thoroughly conversant with the Agency nor can he become, without much experience, a well-rounded Agency employee. Problems of inequities for certain groups are caused by applying standard Government policies and procedures to unusual situations. Personnel control and supervision of groups actually disassociated with the Agency is often impossible. Readjustment of these individuals when they return to Washington and must fit into the headquarters pattern, is a morale problem for the individual and a personnel problem for the Agency. Special record keeping and assurance that these persons receive all employee benefits are examples of administrative housekeeping problems which must be generally hand-tailored to the special circumstances.

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DD/S's Comment:

True -- but is an internal problem -- not sure Committee could do much about it.

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#### TRAINING REQUIREMENTS

Special training in intelligence work is not confined to the specialists and the activists but must also be provided in varying degrees to those persons who support the substantive effort administratively, to those who participate in under-cover operations, and in some cases even to those who work at rudimentary tasks. This is costly in terms of time, manpower and money.

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DD/S's Comment:

True -- not of real concern to Killian.

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### COMPARTMENTATION

Compartmentation, which is necessary in our organizational structure in order to conduct our clandestine activities on the need-to-know basis, affects individuals in various ways. The overt employee interested in a career in covert operations finds it difficult to estimate his prospects or plans for the future because of his inability to know what goes on in the clandestine side of the organization. The covert employee may become overly engrossed in the mechanics of clandestine operations and lose sight of the overall objective of the Agency. The bright young man loses his enthusiasm when his suggestions and ideas, which are already in use but not generally known for security reasons, are gingerly shelved.

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DD/S's Comment:

True            ? for Killian

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ADMINISTRATIVE "RED TAPE"

The rapid growth of the Agency and the increasing complexity of our mission has resulted in an excessive number of administrative regulations and procedures. Many individuals who have been independent operators heretofore feel that the Agency is addressing itself to administrative functions rather than operations, and find it impossible to perform in what they consider a bureaucratic setting.

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DD/S's Comment:

Don't think this should go to Killian. If we actually have an excessive number of admin Regs. and procedures (which may be the case) we should rectify the situation.

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DELEGATION OF AUTHORITY

The Agency, like other organizations, always faces the unsolved problem of conferring responsibility downward to the extent necessary to provide independence and challenge to the able young man. This problem of insufficient decentralization of authority causes a fairly large number of highly qualified employees to become dissatisfied with their personal progress and feel there is a lack of challenge in their work. They conclude that work in industry or private institutions will satisfy their work needs as well as their social and community needs and aspirations.

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DD/S Comment:

Internal problem only.

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ANONYMITY

The fact that persons working in CIA must remain anonymous and not receive public, or in many cases even family, recognition <sup>is</sup> in an underlying psychological cause of many of our personnel morale problems. Persons at all levels want recognition and need the satisfaction of being important in the eyes of their families, relatives, friends, associates and the public. In an intelligence agency this is not possible especially at the working level. In general, it is true that in CIA the more the individual achieves the less he can talk about it. Social and family pressures, particularly on people who have no plausible story to tell, are known to be the cause of much personal frustration and tension, particularly true in the younger employees and in specialists who are trained and devoted to academic and scientific pursuits.

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DD/S Comment:

True -- Some way should be found to compensate -- Is it higher pay -- early retirement or what.

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COMMUNICATION TO THE PERIPHERY

While all large and complex organizations have the problem of communicating up and down the line and laterally, our problem of communication to the periphery is aggravated by security factors. Our restrictions in communicating to persons outside and inside the Agency causes special problems of personnel morale as well as unusual difficulties in recruiting employees.

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DD/S Comment:

True but is inherent in our business.

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## WORK FRUSTRATIONS OF PROFESSIONAL SPECIALISTS

Professional specialists in CIA are subject to certain work pressures which are not generally characteristic of academic and research organizations. An intelligence activity is geared to a very quick pace and must be flexible enough to meet constantly arising changes and emergencies. The Agency must always be aware of deadlines even though this may occasionally involve a sacrifice in completeness and thoroughness. For these reasons many persons are working in a constant atmosphere of deadlines, priorities, apprehensions of having missed significant data, and other psychological factors.

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DD/S Comment:

True but ?

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TRAINING WITHIN THE AGENCY

CIA has a unique problem of having to provide professional intelligence training within the Agency since the doctrine, methods and techniques of exploiting sources of intelligence information are closely guarded secrets. This type of training does not exist any place except within CIA and cannot be done externally or be acquired prior to entrance on duty.

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DD/S Comment:

True but we have all the authority we need in this field.

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### LOSS OF COVER

A significant facet of the problem of manpower utilization arises when career officers who have specialized in particular functions or geographical areas or unusual languages lose cover and can no longer operate in a covert capacity.

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DD/S Comment:

True but?

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## SPECIAL TRAINING AND UTILIZATION OF PROFESSIONAL SPECIALISTS

It is recognized that the professional specialists who can apply their talents to the intelligence profession are a crucial part of an intelligence organization. The application of talents to the various phases of foreign situations means that languages and area knowledge ~~is~~ *are* a requirement of the highest order. Training functional experts in language and area knowledge and also in the specialty of intelligence techniques takes time and is very costly. Furthermore moulding professional specialists into a vigorous producing unit creates manpower utilization problems as well as problems of personnel morale. The Agency must assure these specialists academic freedom of inquiry and still demand conformity to the policies and procedures of the Agency's security system. Determining how to accomplish effective utilization of manpower and still keep up the morale of the specialist who must maintain a valuable but unused skill and at the same time direct his activities in other fields is a problem of major proportions.

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DD/S Comment:

True but we have to make the rules and administer the program.

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#### PAPER WORK AND COORDINATION

The enormous amount of paper work and seemingly unnecessary amount of staff review complicate getting the job done. The Agency is also plagued to an inordinate extent with the drawbacks associated with coordinated papers and group research. The time and effort required to complete a job discourages initiative and enthusiasm. Unfortunately, some individuals consider that the end result does not justify the means and often are willing to accept policies or operations which are basically repugnant to them and thus find themselves compromising their standards and their convictions.

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DD/S Comment:

Probably true but we have the power to correct if we want.

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